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Station Directive 45-16 (Revised)

LOGISTICS

Date: 26 June 1968

SUBJECT : Construction, Alteration and Repair

REVISION: Station Directive 45-16 dated 6 December 1966.

1. The purpose of this Directive is to establish procedures for the initiation, approval, and administration of all construction, alteration, maintenance and repair projects within the Vietnam Station.

2. POLICY:

A. When existing facilities are inadequate to meet real estate requirements, additional facilities will be acquired from or through the following sources in order of preference listed:

1. Assignment from other government agencies.
2. Lease
3. Purchase
4. Construction

B. Experience has shown that in many parts of Vietnam suitable real estate is not available for assignment, lease or purchase. Consequently, a program of new construction and/or alteration and repair to existing property has developed. Inasmuch as this program continues to be of considerable magnitude, together with the ever increasing budgetary limitations, it is necessary that con- controls be established to ensure the necessity for and efficient use of funds.

C. The accomplishment of a project in increments to circumvent the approval authority established herein is specifically prohibited.

AREAS UNDERLINED INDICATE CHANGES (C) OR ADDITIONS (A)  
FROM THE PREVIOUS INSTRUCTIONS.

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ATTACHMENT D

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3. RESPONSIBILITIES:

A. [REDACTED] Operations and Division Chiefs are responsible for:

1. Planning real estate and construction requirements for their activities.
2. Coordinating security requirements with Station Chief of Security.
3. Safeguarding all organizational real property within their areas of jurisdiction.
4. Initiating all construction, alteration and repair projects, including the renovation of newly leased structures, in accordance with procedures set forth in Appendix A of this Directive.

B. Review of drawings and specifications:

1. The Station Engineer will review and approve all drawings and specifications for construction, alteration and repair projects, including renovations to newly leased structures, which are estimated to exceed \$1,000.00.
2. Region Engineers will review and approve all drawings and specifications for construction, alteration and repair projects, including renovations to newly leased structures, which are estimated to cost less than \$1,000.00.

C. Responsibilities of each echelon are further defined in Appendix A of this Directive.

4. AUTHORITY:

- A. Project approvals will be based on the estimated total cost and scope of that project as defined in paragraph 5.

- A B. Fund allotments for any given project will be

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based on the estimated DIRECT COSTS as defined in paragraph 5.

- C. Construction, alteration and repair projects, including renovations to newly leased structures, shall be approved within the limits stated in Station Directive 30-4.
- D. The Station Engineer, upon review of a project, may increase the amounts without returning to the originator if the increase is not in excess of 10%.

5. PROJECT SCOPE AND COST ESTIMATE:

- A. A project shall include the entirety of construction, alteration, and repair of approved definitive scope which may comprise one or more complete facilities or combinations thereof, such as roads, buildings, utilities, and related work necessary to obtain a facility complete and ready for use.
- B. The cost estimate for a project shall reflect the total cost of the project and shall include all direct and indirect costs as defined below:
  - 1. Direct Costs - Those items for which funds must be expended to accomplish a project (i.e., construction contract and temporary hire labor).
  - 2. Indirect Costs - Those items for which a direct allocation of funds is not required (i.e., in-house labor, all reimbursable and non-reimbursable materials and equipment, special airlift, etc.).

6. PROCEDURES:

- A. The accomplishment of all construction, alteration and repair projects shall be in accordance with procedures set forth in Appendix A of this Directive. Appendices B through E contain

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additional formats necessary for the initiation and completion of projects.

1. Appendix A - Standing Operating Procedure.
2. Appendix B - Project Request format.
3. Appendix C - Field Survey (check list) to be prepared by Saigon or Region Engineer.
4. Appendix D - Request for project approval format.
5. Appendix E - Engineering Project completion report.

Distribution:

B

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APPENDIX A

PROCEDURES AND RESPONSIBILITIES

ACTION LEVEL

1. Province Officer or Other Requestor

(No funding or approval authority)

ACTION TAKEN

- a. Recognizes a need for an engineering project in support of assigned mission within the Station operational program.
  - b. If technical assistance required to develop concept for rough planning and rough estimate of costs, contacts Region Engineer through command channels for preliminary assistance.
  - c. Under guidance and assistance of Region Engineer, locates suitable site, initiates land procurement, and prior to project accomplishment, obtains title or documented permission to use land, and forwards to Engineering.
  - d. Submits written Project Request Form (Appendix B) with pertinent data and justification to [REDACTED] or appropriate Division Chief.
  - e. Region Engineer will prepare Field Survey (Appendix C) when appropriate.
- 
- a. Evaluates Project Request based upon knowledge of operational requirements and Station Directives.
  - b. For projects estimated at \$1,000 or less:
    - 1) [REDACTED] approves/disapproves Project Request Form

2. [REDACTED]

(Approval/disapproval and funding authority up to \$1,000.00)

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APPENDIX A - Page 2

ACTION LEVEL

ACTION TAKEN

(Appendix B) and returns to Province Officer for action.

- 2) Forwards copy of approvals to C/POD and Chief, Logistics. Obtains support and guidance of Region Engineer as required.
- 3) Provides Regional Support Officer with authority to procure GFM (Government Furnished Material) as required.
- 4) Require an Engineering Project Completion Form (Appendix E) be submitted to the Region Finance Officer on all projects between \$100 - \$1,000.

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c. For projects estimated in excess of \$1,000:

- 1) Prepares request for project approval (Appendix D) and forwards to C/POD.

3. Division Chief

- a. Evaluates request for project approval based upon knowledge of operational requirements and Station Directives.
- b. Prepares request for project approval (Appendix D). Forwards document to Chief, Support for action.

4. C/POD

- a. Receives copy of approval action taken on all Regional projects within \$1,000 limitation.

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APPENDIX A - Page 3

ACTION LEVEL

ACTION TAKEN

5. Station Engineer

(Approval specification  
and technical aspects  
all projects)

- b. Receives all Regional requests for project approval in excess of \$1,000 for evaluation and action.
  - c. Coordinates request for project approval with Staff elements where necessary.
  - d. Forwards request for project approval to the appropriate approving authority for action, through the Station Engineer and the Chief, Finance for certification.
- 
- a. Provides preliminary assistance during planning stage of project through Region Engineer or Engineering Office Staff.
  - b. Receives request for project approval from Division Chief and executes document certifying funds requested are adequate to accomplish project and assigns a project number to the document. If funds are not adequate, may increase amount by 10% without returning document to Division Chief. After certification, forwards document to Chief, Finance.
  - c. Upon receipt of approved/disapproved request for project approval, forwards one copy to Chief, Finance.
  - d. Upon receipt of approved request for project approval, forwards title or documented permission to use fund to Chief, Real Estate and Housing.

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APPENDIX A - Page 4

ACTION LEVEL

ACTION TAKEN

6. Chief, Finance

(Accountability of all  
Station funds)

- e. Implements action: prepares necessary engineering documents for accomplishment by either contract or in-house forces; assigns project responsibility to either Region Engineer or Saigon In-house Construction Crew for supervision, inspection, progress reports and submission of Engineering Project Completion Form (Appendix B); administers all contracts and prepares all contract documents (i.e., contract and modifications, payment requests, etc.) for signature of Contracting Officer and forwards signed copies to Chief, Finance.
- f. Maintains official project files.
- g. Ensures that all projects are accomplished within the authorized approval amount and the authorized funding. If project will exceed these authorizations, initiate request for additional funds.
- h. Upon completion of all projects, forwards copy of Engineering Project Completion Form to Chief, Finance.
- i. Upon completion of project, where applicable, prepares rough draft of Foreign Real Property Report and forwards to Chief, Real Estate and Housing.
- a. Receives request for project approval from Station Engineer, executes document certifying fund availability, obligates amount, and forwards document to appropriate approving authority for approval/disapproval.

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APPENDIX A - Page 5

ACTION ITEM

ACTION ITEM

- b. Allocates funds/liquidates obligation upon receipt of copy of approved/disapproved request for project approval from the Station Engineer.
- c. Receives copy of Unsettled Funding Documents, obligates/liquidates allocations based on disbursements.
- d. Upon receipt of copy of Engineering Project Completion Form from the Station Engineer, reduces project fund allocation to the amount shown on the Completion Form.

7. Appropriate Approving Authority

- a. COS/DCOS  
(Approval/disapproval  
any project up to  
\$50,000)
- b. Chief, Support  
(Approval/disapproval  
any Support project up to  
\$25,000)

- 1. Receives and evaluates request for project approval, \$25,000 to \$50,000, and approves/disapproves. Forwards document to Chief, Support.
- 1. Receives and evaluates request for project approval to \$25,000, and approves/disapproves. Forwards to Chief, Logistics for action.
- 2. Forwards COS/DCOS project approval/disapproval documents to Chief, Logistics for action.

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APPENDIX 3 - Page 5

ACTION LIST

ACTION TAKEN

c. Division Chief

(For construction up to \$25,000 specifically authorized in an approved project)

1. Receives and evaluates request for project approval up to \$25,000 and approves/disapproves. Forwards to Chief, Support for action.

d. Chief, Logistics

(Approval/disapproval any Support project, exclusive of [redacted] Authority, up to \$5,000)

1. Receives and evaluates request for project approval up to \$5,000 and approves/disapproves.
2. Forwards all project approvals/disapprovals to Station Engineer for action.
3. Signs all contract documents, approves all contract payment requests.

8. Chief, Real Estate and Housing

- a. Prepares Foreign Real Property Report, signs and forwards original to Real Estate and Construction Division, Headquarters.
- b. Responsible for maintaining all titles or documented permission to use land.

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APPENDIX B

(CONFIDENTIAL WHEN FILLED IN)

PROJECT REQUEST

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Date:

From: (Name) (City) (Province)

To : (City) (Region)

Requesting: New Construction ( ) Masonry ( )  
 Repair (Renovation) ( ) Frame ( )  
 A Alteration (Modification) ( ) Prefab ( )  
 Other (Specify) ( ) Other ( )

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Site: Survey Made Yes ( ) No ( )  
 Land Approval Yes ( ) No ( )  
 Land Approval documented Yes ( ) No ( )

Project will provide: (Office, quarters, warehouse, other)

Describe planned use of building

Description of needs: (Number of rooms; offices - number of desks, file cabinets, etc., and for U.S. or Vietnamese; storage space - square footage required; quarters - number of personnel, U.S. or Vietnamese; or other)

Justification:

Signature:  
 Date :

Endorsement No. 1 :  
 Received, Date :  
 By or Recommended :  
 Estimated Cost (rough):

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APPENDIX C

(UNCLASSIFIED)

Project No. :

Date of Survey:

Location :

Facility :

FIELD SURVEY (Check List)

1. Prepare a site plan of the land intended for construction, noting all obstructions, existing buildings, trees, and utilities. The information shown shall be accurate and complete showing details, sections and elevations where necessary. The survey shall reflect the following:

- a. Established TBM, location and description.
- b. Property lines
- c. Existing grades
- d. Existing water lines, size and location
- e. Existing electric power, number of wires, location of poles, street lights power supply volts cycles, Phase
- f. Existing storm drainage system, location of M.E., pipe size, invert elevations, top elevation
- g. Existing Sanitary System, location of M.E., pipe and pipe size, invert elevations, top elevation
- h. Existing fence, height, thickness, type. Show section and spacing of posts and type.
- i. Soils classification to a depth of one meter (use Std Civil classification of soils)
- j. Recommended bearing value of soils.
- k. Width of roads, surfacing, show section through road. Use center line of road for orientation.

2. Questions to be answered: (Circle answers)

- a. Is a fence required? Yes No
- b. What type is recommended? Barbed wire, Masonry, Masonry w/wire
- c. Perimeter lighting required? Yes No

(UNCLASSIFIED)

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(UNCLASSIFIED)

- d. Is water available? Yes No
- e. Is water supply adequate? Yes No
- f. Is a well required? Yes No  
Recommended depth: \_\_\_\_\_ meters
- g. Is a ground storage tank required? Yes No  
Recommended storage capacity: \_\_\_\_\_ C.M.
- h. Is commercial electrical power available? Yes No  
Will it be adequate? Yes No  
State power characteristics: Volts \_\_\_\_\_  
Cycles \_\_\_\_\_, Phase \_\_\_\_\_
- i. Will sidewalks be required? Yes No
- j. Will it be necessary to provide flexible pavement  
from entrance to road? Yes No
- k. Will erosion control be required? Yes No  
Show sketch as recommended.
- l. Water table: Dry season elevation \_\_\_\_\_  
Wet season elevation \_\_\_\_\_

3. Storm drainage: Show sketch to indicate recommended location of head walls for storm drainage lines and indicate invert elevations.

4. Comments: (Please type)

5. Recommendations: (Please type)

(UNCLASSIFIED)

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APPENDIX I

(Sample format for Request for Project Approval)

MEMORANDUM FOR:

TO: Station Engineer  
Chief, Finance

SUBJECT: Request for Project Approval and Allocation  
of Funds to (Construct/Alter/Repair) (type of  
facility) at (City/Town/Hamlet) in (Province).

1. This memorandum contains a recommendation for action.
2. This paragraph should be constructed by the RCM to include, but not be limited to, the following:

- a. Justification
- b. This project to be accomplished by (Contract/In-house Forces). The estimated cost for this project as prepared by (name of person or organization) is as follows:

(For In-house projects)

A 1) Direct Costs - Labor  
2) Indirect Cost - Material  
Labor  
Special airlift  
TOTAL

(For Contracts)

A 1) Direct Costs - Contract  
2) Indirect costs - GFM  
Special airlift  
TOTAL

(Funds to be specified in VN\$ unless specifically  
to be paid in US\$.)

3. It is recommended that this project be approved for the amount of \_\_\_\_\_ (Total cost in VN\$ or US\$) and that \_\_\_\_\_ in the amount of \_\_\_\_\_ (Direct Cost only in VN\$ or US\$) be allocated for this project.

/Signed

Title

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APPENDIX D -- Page 1

Attachments: (When Applicable)

- A. Province Officer's Project Request
- B. Estimate of Costs including cost breakdown and comments by Region Engineer
- C. Proposed Project Layout/Plan
- D. Land Approval Documents

A I certify that this project can be accomplished within the amounts shown in paragraph 3 above. Project Number and Object Classification

Station Engineer

Date:

I certify that funds in the amount of \_\_\_\_\_ (V\$ or US\$) are available and allocated for the above project.

Chief, Finance

Date:

Cost Code : \_\_\_\_\_

Total U.S. Dollars: \_\_\_\_\_

APPROVED:

(Appropriate Approving Authority - see Station Directive 30-4)

Date:

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ENGINEERING PROJECT  
COMPLETION FORM

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APPENDIX E

PROJECT NUMBER: \_\_\_\_\_

DATE: \_\_\_\_\_

1. PROJECT DESCRIPTION: \_\_\_\_\_

2. a. CITY: \_\_\_\_\_ b. PROVINCE: \_\_\_\_\_

3. a. COST CODE: \_\_\_\_\_ b. OBJECT CLASSIFICATION: \_\_\_\_\_

4. PERFORMED BY CONTRACT - CONTRACT NUMBER: \_\_\_\_\_

a. Date Construction Started: \_\_\_\_\_

b. Contract Cost: \_\_\_\_\_

1) Original Contract Cost: \_\_\_\_\_

2) Total Modifications: \_\_\_\_\_

3) GFM: \_\_\_\_\_

4) Cost for Special Airlift  
(for either labor and/or  
material): \_\_\_\_\_

5) Salvage or Free Materials  
(estimated cost): \_\_\_\_\_

6) Final Contract Cost: \_\_\_\_\_

c. Construction Time (in days): \_\_\_\_\_

d. Date of Beneficial Occupancy: \_\_\_\_\_

e. Date of Final Acceptance: \_\_\_\_\_

f. Approval Date of Final Payment: \_\_\_\_\_

g. Liquidated Damages: Yes \_\_\_\_\_ No \_\_\_\_\_

Amount Assessed: \_\_\_\_\_

h. Name of Contractor: \_\_\_\_\_

Address of Contractor: \_\_\_\_\_

i. Contractor Rating: \_\_\_\_\_

5. PERFORMED IN-HOUSE

a. Date Construction Started: \_\_\_\_\_

b. In-House Costs

1) Cost of Materials

a) From Local Procurement  
Sources: \_\_\_\_\_

b) From Stock: \_\_\_\_\_

c) Salvage or Free Materials  
(Estimated Cost): \_\_\_\_\_

2) Cost of Labor

a) Permanent Employed  
Personnel: \_\_\_\_\_

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NEW FORM



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- b) Temporary Hire: \_\_\_\_\_
- 3) Cost for Special Airlift  
(for either labor and/or  
material): \_\_\_\_\_
- 4) Total In-House Costs: \_\_\_\_\_
- c. Date Project Completed: \_\_\_\_\_
- d. Construction Time (in days): \_\_\_\_\_
6. TOTAL PROJECT COST ( 4b(6) + 5b(4) ): \_\_\_\_\_

I certify this Project is complete and that all costs have  
been shown.

\_\_\_\_\_  
Signature

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APPENDIX C - Problem Areas

A. Several of the problem areas noted in [REDACTED] report were still problem areas upon my departure. They are:

1. Labor Market. The availability of skilled journeyman and draftsmen is becoming more acute. During my tour, the draft age bracket was increased several times and the granting of deferments to our personnel was practically nonexistent. I have a strong feeling that this will become more acute with the continued pullout of American troops.

25X1A 2. Theft. I do not think this problem will ever be solved. Not only is this prevalent in our warehouses, but also on construction sites--on both inhouse and contract projects. One area where one might think security of material would be the best is actually the worst in Vietnam, and this is on projects accomplished for any of the [REDACTED] components, even in their own compounds. We have even had items removed after installation by the [REDACTED] in their compounds. 25X1A

3. Commercial Power. Local power continues to be unreliable and in many cases not sufficient to carry our required electrical loads.

25X1A B. Problem areas that have been partially or totally resolved since [REDACTED]'s departure are: 25X1A

25X1A 1. Electrical Work. With the addition of two TCN master electricians and particularly upon the arrival of [REDACTED] who was assigned the entire electrical program, this problem has basically vanished. Two electrical crews, each composed of one TCN master electrician and two indigenous electricians, now accomplish a great majority of our electrical installations. These two crews are almost continuously in the field accomplishing either new electrical installations or rehabilitations. Although the master electricians still require supervision, their expertise, coupled with the direction and experience of [REDACTED] and the three TCN electrical engineers have been the major factors in overcoming this problem. 25X1A

25X1A 2. Water Supply. 25X1A

25X1A a. The filtration systems on order when [REDACTED] departed were received, and two were successfully installed at [REDACTED]. We queried the Region Engineer on the effectiveness of these systems, and both areas seemed satisfied with their performance.

[REDACTED]

APPENDIX D - Lessons Learned and Items of Particular Interest to Successors

A. Selection of Contractors

The situation in Vietnam has brought many persons and small companies into the country looking for a fast and easy dollar. Because our engineering projects normally range between \$5 to \$50,000 U.S., our work attracts the small size contractor. Because of this situation, one must be very particular in the screening of contractors to bid on our projects.

We had extremely bad luck with foreign prefab building suppliers who were awarded erection contracts for their prefabs. Three contracts were in progress when I arrived in Vietnam, all awarded to an American firm. One of the contracts was still in progress when I departed. The delay in completion was due basically to the lack of experience in construction. The other contracts were completed shortly after I arrived, and the quality of work was extremely poor, again due to the lack of experience in construction. Prior to my arrival, a contract awarded to a Singapore firm was terminated and completed by our own forces because of the lack of construction experience.

Based on these experiences, I had decided that only Vietnamese contractors would be allowed to bid on our construction contracts. During my tour, only Vietnamese contractors were awarded contracts. Only one well-qualified non-Vietnamese firm was allowed to bid, but they very seldom submitted a bid and were never low bidder.

B. Selected Bidders List

We used a selected bidders list rather than opening bidding to all contractors. This practice seemed to be universal throughout the American contracting agencies. Extreme care must be exercised in selecting contractors for the bidders list. In addition to inexperienced foreign contractors, many Vietnamese contractor companies take advantage of the situation. Lack of experience and capital of Vietnamese firms were key items to investigate. The contractors on our bidders list were a result of my predecessors efforts to establish a nucleus of good performing contractors. Basically we stayed with this list. Our Vietnamese contractors were fast, willing to go anywhere in Vietnam, trustworthy, and had received much training in construction from the Engineering office.

C. Termites

Termites are a big problem in Vietnam. I did not realize the extent of termites when I arrived in Vietnam. This problem was brought home to me when I handled the design and construction of two structures in [REDACTED]. Within less than one month, there were termites in all of our wood columns. When designing structures, insure that there is adequate termite protection.

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APPENDIX E - Job Qualifications

I did not bring copies of any position descriptions back with me. I will briefly cover any special qualifications that I feel personnel should possess for the various engineering positions in Vietnam.

A. Chief and Deputy Chief, Engineering:

1. One of these two individuals should either have a degree in electrical engineering or be very strong in this field.
2. Both individuals should possess the following qualifications:
  - a. Supervision of an engineering office.
  - b. Budget preparation.
  - c. Be familiar with the application of financial subobject classifications pertaining to engineering programs.
  - d. Be familiar with the terms CMR, FPA, PRA, and the general financial methods of accumulating and reporting costs.
  - e. Experience in contract administration.

B. Maintenance Superintendents:

1. Be familiar with the maintenance program established at [REDACTED].
2. Be familiar with the application of financial subobject classifications pertaining to engineering programs.
3. Be familiar with the terms CMR, FPA, PRA, and the general financial methods of accumulating and reporting costs.

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